Wikimedia Nederland Strategy for 2013 - 2015

Vision and mission

The Wikimedia Nederland Association (WMNL) was established in 2006 "to encourage the collection of, and the establishment of access to, free and/or freely accessible information in any form, particularly - but not limited to - using the Internet in order to preserve this information".
The vision of WMNL matches the vision of the Wikimedia movement as a whole:
imagine a world in which everybody has free access to the sum of all human knowledge.
This vision is the basis for the organisation's mission: Wikimedia Nederland is part of a global movement and it provides an environment in the Netherlands where volunteers and organisations can work together to collect and distribute free knowledge throughout the world.
Wikimedia Nederland establishes an environment where volunteers can collaborate on implementing the vision of "collecting and distributing free knowledge throughout the world" through their contribution to Wikipedia and by making contributions in other ways.
The organisation informs the public about the concept of free knowledge, and about the structure and working methods of the free encyclopaedia Wikipedia, the other Wikimedia projects and the Wikimedia movement. It encourages people and organisations to use free licences themselves for content that they create and manage, for example by encouraging them to make their own contributions to the Wikimedia projects. Drawing on the Wikimedia projects and activities as examples, they propagate the idea that free knowledge and free licences can be used successfully and that they represent a valuable contribution to society. The free encyclopaedia Wikipedia plays a central role here.
This strategy paper sets out the course for WMNL for 2013-2015. It identifies the goals that the organisation wishes to fulfil during that period and sets out the framework for the activities that WMNL intends to organise.

Stakeholders

WMNL is a part of the wider Wikimedia community which, in turn, is part of a much broader field - the free knowledge movement. This strategy is based on, among other things, an analysis of the various stakeholders in Wikimedia Nederland, their relationships with Wikimedia Nederland, and their mutual relationships. All the stakeholders are people or groups with a direct or indirect influence (potential or actual) on the degree to which Wikimedia Nederland will be successful in the fulfilment of its mission.

- General public: the group of people that WMNL can reach in the Netherlands
- Readers/re-users: people and institutions who make regular use of the information made freely available through Wikipedia or other Wikimedia projects and activities
- Donors: all the individuals or organisations living or registered in the Netherlands who have donated monies to Wikimedia Nederland or Wikipedia, or individuals and organisations, wherever they may be in the world, who have given monies directly to WMNL
- Community: all the volunteers, editors and members
- Institutions: organisations, institutions, government authorities and companies active in areas that come into direct contact with the mission or activities of WMNL
- Editors: people actively involved in anything the Dutch Wikipedia and other Wikimedia projects
- Members: WMNL members
- Volunteers: people who help with Wikimedia activities in the Netherlands
- International: the Wikimedia Foundation and other entities in the Wikimedia movement
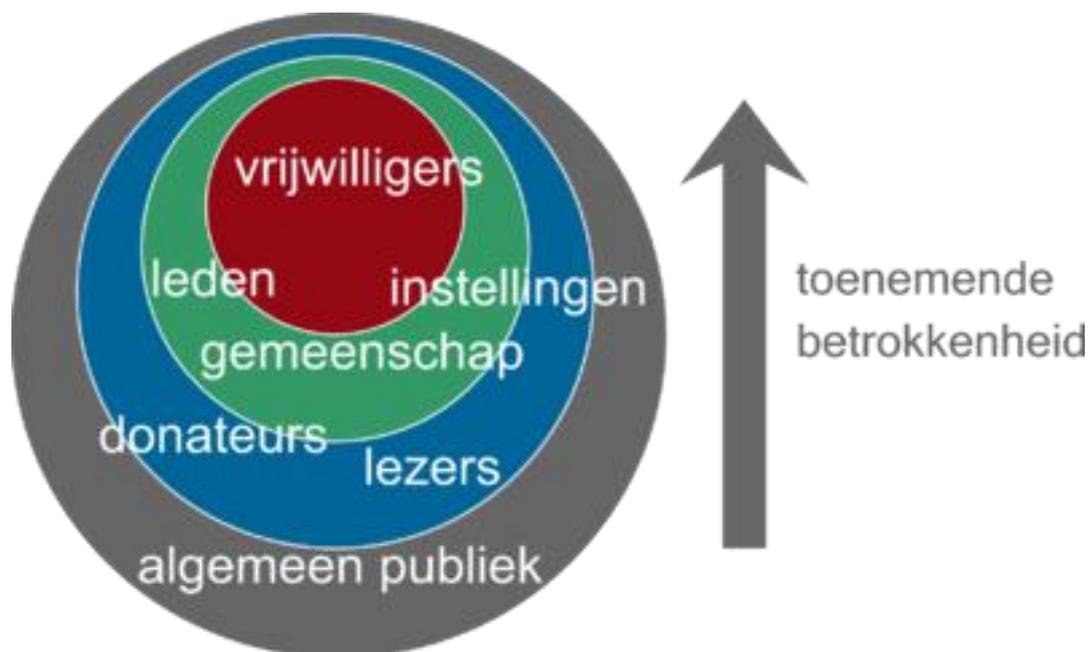
Onion model describing the Wikimedia movement in the Netherlands (volunteers, members, institutions, community, donors, readers, general public – increasing involvement)

The stakeholders (and their mutual relationships) are shown in the 'onion model' here. The closer to the centre, the closer the involvement with the Wikimedia movement. This does not imply any hierarchy: the inner layers could not exist without the outer layers. The boundaries between them are not sharply defined: there are, for example, members who feel involved enough to become, and remain, members but who do not have the ambition to be closely involved with the organisation's policies, or to engage in specific volunteer activities. And there are people who are involved in editing Wikipedia or in activities organised (in whole or in part) by WMNL, without being members.

In the years to come, the organisation will focus on allowing people to 'move inward' and enhancing their actual involvement in the mission: readers/re-users of Wikipedia will become editors, members of the general public will become donors or members, institutions working in the field will collaborate actively with the organisation, for example by supplying content, and technical members will start to play an active role in WMNL itself. WMNL will also establish more relationships with groups who, at the moment, are not involved or only superficially involved with, or simply aware of the existence of, the organisation, its tasks and mission. In other words, the outside world will be brought more towards the core.

SWOT: strengths and weaknesses, opportunities and threats

The second main component of the strategy - alongside the stakeholder analysis – is an analysis of the current strengths and weaknesses of WMNL, as well as opportunities and threats that can be expected in the years to come in the world in which WMNL operates.

Strengths

- Active volunteers
- Loyal donors
- Association with strong Wikipedia brand
- Successful activities such as Wiki loves monuments
- Good working relationships with heritage sector
- Regular financing from Wikimedia Foundation
- Motivated board of experts
- Flexibility and creativity
- Knowledge/expertise in the field of 'wiki work'
- Recognised charity status (ANBI)

Weaknesses

- Low-profile of Wikimedia Nederland
- Focus of activities and actions not yet clear
- Position in the field/with respect to other institutions and organisations still unclear
- No charity seal of approval (CBF)
- Not enough insight into wishes/ambitions/motivation of volunteers and members
- Extensive dependence on single financier
- Limited experience with fundraising
- Limited experience with lobbying
- Lack of professional organisation and infrastructure
- Small membership
- Dependence on level of availability of volunteers and their expertise
- Internal communications not optimal

Opportunities

- Developments in field of IT, including mobile technology, will create easier access to the Internet for more people
- Re-orientation in cultural sector: new types of partnership and collaboration
- Sound openings for collaboration with the education sector
- Increasing interest from society at large and the political world in questions relating to copyright, Internet access etc.
- WMNL offers new form of volunteer work + association for new social relationships
- International developments in the Wikimedia Foundation, mainly relating to the position of the national Wikimedia organisations

Threats

- Economies and the resulting competition with other organisations for financing
- Emergence of groups and trends in Dutch society that are negative about cultural participation
- Volunteers/members drop out as a result of professionalisation/strategic decisions
- Conflicting wishes and needs of the various stakeholders in the community of members, volunteers and donors
- The WMNL name can suffer from negative publicity relating to other entities in the Wikimedia movement or Wikipedia
- International developments in the Wikimedia movement, mainly changes in international funding flows

Priorities 2013 - 2015

Taken in combination, the stakeholder analysis and the SWOT analysis have resulted in the adoption of the priorities for WMNL for 2013-2015. These priorities take into account the objectives of the Wikimedia Foundation for the movement as a whole:

- Stabilising infrastructure
- Enhancing participation
- Improving quality
- Extending reach
- Encouraging innovation

I. COMMUNITY: supporting and mobilising volunteers and editors

The mission of Wikimedia Nederland can only be fulfilled if people play an active role in making knowledge freely available through Wikipedia and other Wikimedia projects and activities. The objective for the years to come: more active editors and volunteers who receive effective support from WMNL. Creating opportunities for editors and volunteers to be active and providing support for their efforts will be a core activity for Wikimedia Nederland, together with motivating and activating new groups of volunteers. There should be a widespread awareness that Wikipedia is a volunteer project that anybody can participate in.

II. WORK: Substantive orientation, collaboration and activity development

Wikimedia Nederland wants to develop an appealing package of activities that make a concrete contribution to the available free information in the Netherlands. Initially, we will be continuing to extend our activities in the field of cultural collaboration and strengthening our relationships with the institutions active in this field. It goes without saying that we will also be continuing to support the Dutch Wikipedia.

When necessary and desirable, we will also be getting involved in the political and public debate as an advocate for free knowledge and free licences. We will also be continuing to participate in activities that contribute to innovation and development.

III. WMNL: participation, support and brand awareness

The support of members is essential. Our members are the organisation's ambassadors and advocates; in addition, a strong membership also furthers the impact of the organisation and its status in the outside world. The members are a valuable source of knowledge, expertise and manpower. In the years to come, we will be working on expanding our membership and intensifying relations with our members. In order to fulfil our mission (free knowledge for everybody), WMNL as an organisation needs to be able to count on a clear profile - and, even more importantly, on a sound reputation - with major stakeholder groups and the general public. Wikimedia Nederland needs to be an attractive partner for a wide range of organisations.

IV. RESOURCES: Strong and sustainable financial position

Ample financial resources and a range of sources of income to make the organisation more independent and resilient. As a matter of principle, it is undesirable for WMNL to continue being dependent on just one financier, or a small number of financiers. We must diversify our sources of financing. In the years to come, we will be working on developing relationships with financiers (where appropriate for specific projects) and increasing the number of donors.

V. GLOBAL: International collaboration

WMNL is part of a global movement and it wants to continue to play an active role at that level. We want to keep our eyes and ears open for international developments and we want to be known as a reliable and expert partner for other entities and for international partners outside the Wikimedia movement. Where possible, we will be taking advantage of opportunities to add an international dimension to our activities.

VI. ORGANISATION: board, management and support

Wikimedia Nederland wants to develop into a professional organisation in the years to come without detracting from the flexibility and spontaneity that are present in the organisation. The core of WMNL consists of a team of professionals working at the organisation's offices, and the board.

The six priorities will be worked out in detail in later chapters. We will also state the years in which the activities are planned and quantify – where possible and meaningful – the results we hope to achieve.

Goals and activities 2013 - 2015

I COMMUNITY: supporting and mobilising volunteers

The mission of Wikimedia Nederland can only be fulfilled if people play an active role in making knowledge freely available through Wikipedia and other Wikimedia projects and activities. The objective for the years to come: more active editors and volunteers who receive effective support from WMNL. Creating opportunities for editors and volunteers to be active and providing support for their efforts will be a core activity for Wikimedia Nederland, together with motivating and activating new groups of volunteers. There should be a widespread awareness that Wikipedia is a volunteer project in which anybody can participate.
Volunteers and editors can count on both online and off-line support from Wikimedia Nederland for their activities: creating content, contacts with (potential and actual) partner organisations and promoting free knowledge in other ways. The organisation is making efforts in this direction by looking for ways of adapting to individual competences, preferences and wishes. A wide range of options and facilities are on tap, both in response to demand and on an individual basis. This includes a social infrastructure in which volunteers can develop and work together in order to achieve results.

Goals
1. More volunteers and editors will be recruited: more people will be active themselves in Wikipedia or other activities and projects
2. Volunteers and editors will receive effective, targeted support from Wikimedia Nederland that will enable them to enjoy being active in the optimal way on a continuing basis
3. Lines of communication with volunteers and editors will be short and informal
4. Volunteers and editors will feel that their involvement is appreciated and will not feel that there are obstacles to their initiatives

Activities
1.1 The organisation of easily accessible, appealing public events, projects and activities that encourage and make possible the active involvement of interested parties
1.2 Looking for contacts and ways of collaborating with other volunteer organisations with the aim of interesting their constituencies in Wikimedia projects and activities, and mobilising them
1.3 Establishing introductory courses for potential Wikipedia editors, and training trainers for these courses
2.1 Checking regularly with editors and volunteers to see what type of support they need and what shape it should take
2.2 Making it possible for volunteers and editors to attend courses, congresses and workshops
2.3 Loaning equipment to volunteers and editors
2.4 Upon request, staff support for volunteers and editors
2.5 Making funding available for smaller projects and activities organised by volunteers and editors
3.1 Establishing clear channels for direct communications between WMNL and all its volunteers, and optimising existing channels
4.1 Involving volunteers and editors more closely as 'specialists' in advisory groups etc.
4.2 Organising small-scale 'community events' such as Wiki Saturday, Wiki meets….

II   WORK: Substantive orientation, collaboration and activity development

Wikimedia Nederland wants to develop an ambitious and appealing package of projects and activities that make a concrete contribution to the available free information in the Netherlands. Interest from volunteers in particular determines the priorities but we are also looking at interest from the outside world and the possibilities of generating added value through productive collaboration with different partners.

Initially, we will be continuing to extend our activities in the field of cultural collaboration and strengthening our relationships with the institutions active in this field (who are grouped under the acronym GLAM: galleries, libraries, archives and museums). Collaboration generates an added value for society that reflects the ambitions of both the Wikimedia movement and these institutions. Moreover, we will be exploring ways of working together with educational institutions (particularly in higher education) and a range of government bodies. We will also be continuing to participate in activities that contribute to innovation and development. It goes without saying that we will also be continuing to support the Dutch Wikipedia.

Furthermore, we will be acting as advocates for the principle of free knowledge and free licences and we will be actively involved in the public and political debate relating to these issues.

Goals

1. WMNL will encourage relevant organisations in the GLAM field to release knowledge and to produce free knowledge;
2. Optimal conditions will be established for monitoring and improving the quality of the Dutch Wikipedia by the editors;
3. Wikipedia will be known as a successful example of free knowledge, and accepted among policymakers and the public at large;
4. WMNL will be informed about developments in the field of legislation and policy relating to copyright and free knowledge, and will act as an advocate for the interests of free knowledge;
5. Information about the principle of free knowledge, and the social benefits, will be easily accessible and available, and the principle will be widely known and accepted

Activities

1.1   Presenting WMNL on relevant platforms as a useful partner for cultural institutions
1.2   Developing and distributing information materials about the possibilities and benefits of collaborating with WMNL
1.3   Actively approaching possible partners
1.4   Responding adequately to requests for information/collaboration
1.5   Recruiting and training volunteers for collaboration with the cultural sector
1.6   Developing technical options for linking the systems of the Wikimedia movement to the systems of partners, including upload facilities
1.7   Regularly evaluating the partnerships with cultural institutions, making the added value clear
2.1   Providing support for the editors of the Dutch Wikipedia (see the activities listed above in section I)
2.2   Encouraging research that produces building blocks for further development/improvements in Wikipedia or conducting this research ourselves
3.1   Conducting a public campaign with the aim of raising awareness that Wikipedia is written and maintained by volunteers and can match traditional encyclopaedias in terms of quality
3.2   Actively responding to reports about Wikipedia in media (negative and positive)
4.1   Developing and maintaining contacts with organisations and individuals involved in discussions about free knowledge and copyright, particularly in the political, media and academic worlds
4.2   Where necessary, getting involved in political debate about copyright and free knowledge
5.1   Making information available about technical and practical issues relating to freely available knowledge in the form of manuals, ready-made models and infrastructure
5.2   Participating in EU Cosyne project and similar projects targeting innovation, and developing knowledge that is relevant for the mission of Wikimedia Nederland and the wider Wikimedia movement

III   WMNL: participation, support and brand awareness

The support of members is essential. Given its structure, Wikimedia Nederland is dependent on the active involvement of its members in the organisation of activities. The members are a valuable source of knowledge, expertise and manpower. Furthermore, our members are the organisation's ambassadors and advocates and a strong membership also furthers the impact of the organisation and its status in the outside world. WMNL wants to encourage its members to continue their active involvement with the organisation. The members should be aware that the organisation appreciates them.

To fulfil our mission (free knowledge for everybody), WMNL as an organisation needs to be able to count on a clear profile - and, even more importantly, on a sound reputation - with major stakeholder groups and the general public.

Goals:
1. The organisation will be easily accessible and inviting, with the members feeling involved in the activities and the management of WMNL
2. The number of members will increase
3. We will understand our members' wishes and expectations
4. Important stakeholders will have an adequate picture of the mission, goals and activities of WMNL and see the organisation as a reliable and professional partner
5. The general public will see more often that the free encyclopaedia Wikipedia relies on a charitable organisation, Wikimedia Nederland

Activities

0.1   Research (in-house or by outside agencies) looking at understanding of, and support for, the mission and activities of WMNL among different groupings and levels of society with the aim of improving member-recruitment and communication activities

0.2   Developing and implementing a communications strategy targeting the maintenance or development of good relationships with the main stakeholder groups

1.1   Research looking at the appreciation and needs of members relating to communications with WMNL

1.2   Providing clear and easily accessible communication opportunities for/with members; revising and, where necessary, updating and improving existing systems for the website, wiki's and lists

1.3   Informing members actively and regularly about relevant developments inside and outside WMNL through newsletters, annual reports and events, together with the systematic creation of feedback opportunities

2.1   Member recruitment campaigns targeting groups that sympathise with the WMNL mission

2.2   Making procedures for membership as straightforward as possible and drawing people's attention in all WMNL communications and campaigns to the possibility of membership

3.1   Regular surveys of members to determine the wishes and expectations they have and how they feel about the performance of the WMNL organisation

4.1   Clearly communicating the WMNL mission, aim and activities through the website and clear presentation of other communications

4.2   Actively searching for ways of drawing attention to WMNL in the media, for example through sponsored advertising and free publicity

4.3   Drawing attention to important developments and events by means of press releases

IV FUNDING: Strong and sustainable financial position

Ample financial resources and a range of sources of income to make the organisation more independent and resilient. As a matter of principle, it is undesirable for WMNL to continue being dependent on just one financier, or a small number of financiers. In the years to come, we will be working on making our financing base stronger and more diversified: our goal is that, by 2015, no more than 50% of our annual income should be provided by the Wikimedia Foundation. We are actively looking for outside financing for projects and activities from charitable funds, grant organisations and sponsors. We will be focusing primarily on sources of financing that are not covered by the Wikimedia Foundation's annual fundraiser. We will also be taking steps to ensure that our present donors stay with us and that we recruit new donors.

We want maximum transparency for all our fundraising activities. Preservation of the credibility and identity of WMNL will be fundamental criteria for financing.

An important step will be to obtain a charity seal of approval, such as the Dutch CBF seal of approval. This will make us more attractive to potential financiers.

At present, WMNL does not organise the annual WMF fundraiser itself and this situation will remain unchanged until 2015. At the end of that strategic period, WMNL will conduct a review to see whether organising the fundraiser itself has strategic benefits.

Goals
1. Wikimedia Nederland will have a recognised charity seal of approval
2. By 2015, WMNL will obtain € 350,000 in income through the financing of projects and activities by external charitable funds, grant organisations and sponsors
3. The number of donors will increase annually by 20% and income from donations should rise by 30% annually
4. In 2015, WMNL will take a decision about the desirability of organising the annual WMF fundraiser itself

Activities
1.1   Identifying the seal of approval that is most appropriate for Wikimedia Nederland and ensuring that the organisation meets the relevant criteria
2.1   Developing a financing strategy, including a review of possible sources of financing and a plan of action for approaching those sources
2.2   Mobilising external financing for WMNL projects and activities
2.3   Providing volunteers and directors with training for fundraising, acquisition and project development
3.1   Supplying donors with clear information about the results and activities, and informing them clearly about the various options for donations and tax deductibility
3.2   Developing and managing an efficient donor accounting system
4.1   Analysing the pros and cons of processing the payments for the fundraiser by Wikimedia Nederland after 2015

V GLOBAL: International collaboration

WMNL is part of a global movement and it wants to continue to play an active role at that level. We want to keep our eyes and ears open for international developments and we want to be known as a reliable and expert partner for other national Wikimedia organisations. Where possible, we take advantage of opportunities to add an international dimension to our activities.

The organisation is keeping a close eye on the main discussions at the international level in the Wikimedia movement, primarily about the relationship between the national Wikimedia organisations and the Wikimedia Foundation. The organisation needs to be flexible if it is to respond to fundamental international changes.

Goals

1. Wikimedia Nederland will collaborate actively and intensively with other national Wikimedia organisations and with the Wikimedia Foundation
2. At least one innovative activity developed by Wikimedia Nederland, such as Wiki Loves Monuments, will be implemented internationally
3. Wikimedia Nederland will participate in relevant international activities and projects

Activities

1.1 Maintaining active contexts and exchanges of information with other national organisations and WMF about activities and developments
1.2 Participating in Wikimedia Chapters Association, Wikimedia Conference and Fundraising Summit
2.1 Ongoing development of/participation in Wiki Loves Monuments International
2.2 Developing a second international project alongside Wiki Loves Monuments
3.1 Providing a travel budget for international travel by volunteers, including participation at Wikimania
3.2 Developing sustainable collaboration arrangements with international partners outside the Wikimedia movement

VI   ORGANISATION: board, management and support

In the years to come, Wikimedia Nederland wants to develop into a professional organisation where efficiency, transparency and reliability are core values. Flexibility and spontaneity in the organisation should be preserved during that process.

Wikimedia Nederland has two stakeholders who can have a direct influence on its policy: the members, who elect the board directly and can also play a role in determining policy through the general meeting, and the Wikimedia Foundation, which provides its brands and, directly or indirectly, supplies a large part of the financing of Wikimedia Nederland. WMNL has made arrangements with both stakeholders relating to the course, policy and reporting that will make up the framework for the further development and extension of the organisation.

Goals

1. A WMNL office, with a permanent staff and led by a director, will provide support for, among other things, communications, the implementation of volunteer projects, fundraising and board activities
2. Processes relating to planning, reporting and accountability will comply with standards associated with seals of approval and with the guidelines of the WMF
3. The board as a whole will be capable of meeting its statutory, and other, obligations *and* of determining the future course of the organisation and ensuring that course is followed

Activities

1.1   Describing the allocation of powers and responsibilities to the different components of WMNL (board, director and staff, general meeting, project work groups)
1.2   Recruiting, selecting and appointing office staff and creating a healthy working atmosphere
2.1   Developing and implementing the communications and financial strategy described above
2.2   Developing an administrative accounting organisation, including the procedures and criteria for statements and reports, and setting out these arrangements in a handbook
2.3   Timely publication of transparent annual plans, budgets and annual reports
3.1   Reviewing the competences represented on the board and drafting a development plan for remedying any shortfalls
3.2   Clear reporting on board decisions and procedures, including a board handbook